FA CULTATEA DE MANAGEMENT AGRICOL

STAFF STRATEGY AT S.C. ARGECOM S.A.

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Abstract: In a difficult financial period in which companies are increasingly turning to restructuring in order to save their budget, it is very important to ensure a good management of human resources. Human resources plan is designed in accordance with the strategic plan of the organization. As soon as the organization identifies the available development opportunities, it is necessary to correlate them with the necessary skills to cover them.

Key words: human resources, staff, strategy, socio-professional integration, organizational culture

INTRODUCTION

Human Resources Management ensures, develops, motivates and maintains people within an organization which establishes to efficiently achieve its proposed objectives, as well as satisfying the employees’ needs, given that employees are the most important factors in running a business.

Human resources development implies a people training process to perform important tasks that lead to organizational performance. Due to the fact that the type of training that employees need is a key factor, account shall be taken upon the motivation of employee subject to training.

If the question "WHY?" crosses your mind - WHY human resource is so important within an organization?, below we will expose the necessary considerations and we will try to answer this question.

First, we start from the idea of organization. It can be defined as a group of people in an own organization structure, working together for achieving common goals in order to obtain a product intended for an end user (beneficiary).

Also, human resources are the only inexhaustible resources of original and valuable creativity, new solutions and ideas. People possess the necessary human potential to create material and spiritual goods of higher value to meet new requirements or to better respond to some old requirements.

At the same time, we must not overlook the fact that people are those who have created and destroyed civilizations, have ingeniously used natural resources, but also led to real disasters in the ecosystem.

Whatever the analyzed organization would it be, it is known that human resources are the only resources capable of producing and reproducing all other resources available to a firm. Human Resources ensure the survival, development and competitive success of organizations, so it follows that the competitive advantage of a company is increasingly consisting in its people.

Therefore, the success of organizations, their competitiveness and progress depends increasingly on the quality of human resources, their creativity, people being "the most valuable asset of an organization", which reality is also stressed by the famous proverb "Man sanctifies the place ".

Human resources are a human potential, to be understood, motivated or trained with a view to a more complete or deeper involvement of employees to achieve organizational objectives.
To be able to achieve their objectives, organizations, in general and companies, in particular, regardless of their size and nature, they have to deal with some challenges designed to require their ability to secure and maintain competitive success by anticipating context progress.

Therefore, a problem whose resolution largely conditions the development and rational use of human resources consists in introducing within the organization of some management components aimed at long-term goals.

In this respect, it is necessary to have a staff strategy through which the organizations, regardless of their size and specific nature must face some challenges designed to require their ability to secure and maintain competitive success by anticipating context progress.

Under these conditions, in the design and foundation of human resources activities, staff strategies have an important role.

Strategies should identify the answer to the question "HOW" (How objectives shall be reached? How resources shall be optimally used? etc.), to find those general ways to go, which will lead to the achievement of proposed objectives through an optimal use of resources. In case of human resources strategies, objectives aimed at both business outcome, but also efficiency of the human resources management to achieve such goals.

Term „strategy” have been assigned different meanings over time, depending on the field in which it was used.

In the field of human resources, strategies express that staff function adopts a broader perspective and a more dynamic view of human resources, ensuring its fullest integration with the other functions of the organization.

Secondly, the strategies in the field of human resources means the set of long-term objectives of human resources, the main ways of achieving them, as well as the necessary/allotted resources, ensuring that the organization structure, values and culture, as well as the use of staff will contribute to the achievement of overall objectives of the organization.

**MATERIALS AND METHODS**

Due to competitive pressures, human resources management also became, in the construction field, an essential element to ensure a high degree of using equipment and reduce average costs, mainly thanks to work flexibility.

Currently, the construction field continues to take an important position in the economic evolution, being one of the most active branches in the reorganization of production, creating global networks of production and human resources practices.

Therefore, the aim of this study is represented by the analysis of staff strategy of SC ARGECOM SA (I used qualitative methods as: SWOT study, questionnaire for the analysis of satisfaction at work).

Following this analysis, it is desirable to develop a staff strategy to ensure team cohesion, development of communication and collaboration between departments and offices, persuading human resources to participate in the achievement of objectives, in order to ensure the smooth running of activity, thus fulfilling the purpose of the company: maintaining the market position, business development and expansion, innovation, provision of competitive products and services, taking into account the quality-price relation.

Developing strategy aims to:
- ensure consensus on the goals pursued within the organization;
- motivate Human Resources to participate in achieving company objectives;
- develop some concepts for allotting company resources;
- establish an organizational climate, a general harmony within the organization;
- identify employees with the company goals and directions of activity and to prevent them from those who are not able of doing it;
- reflect objectives into the company organizational mechanism.

SC ARGECOM SA has been operating since 1964 and for 25 years it was called Trustul de Constructii Industriale. As of December, the 15th 1990, by the Romanian Government Decision, it was reorganized in a joint stock company, under its present name and in 1994 it became a private capital company.

The scope of business for S.C. ARGECOM S.A. is to achieve investment objectives in the country and abroad in the following fields:
- building and civil engineering;
- construction and maintenance of roads and bridges;
- urban construction, water and gas supply, sewage;
- upgrades, repairs, retooling;
- design, consultancy, expertise and technical checks, laboratory services;
- interior plants to building and civil engineering.

S.C. ARGECOM S.A. can perform the full range of works required to complete a construction project, including roads, paths, flower stands, lawn. The company aims to achieve „turnkey“ investment objectives and performs the following activities:
- construction, assembly and installation;
- construction, assembly and installation works;
- repair and maintenance works;
- upgrades, retooling to different objectives;
- urban works, water supplies, pumping stations, networks, including using polyethylene pipes;
- electrical civil and industrial installations up to 6 KV;
- interior plants to building and civil engineering;
- mounting technological equipment, machine tools and aggregates, including supply of localities with utilities (electricity, water, air, fluids);
- execution of metal structures and ironworks;
- production and marketing of materials and other products needed for construction, assembly and installation works (concrete, prefabricated parts, fittings for reinforced concrete, metal structures and ironworks, wood and metal joinery);
- various services in the construction field (design, IT, marketing).

In preparing this study we used the qualitative tools: SWOT analysis (through which we identified strengths and weaknesses, as well as threats and opportunities both of the whole company and at the staff office) and a questionnaire to assess job satisfaction.

RESULTS AND DISCUTIONS

After identifying the strengths, weaknesses, opportunities and threats, it can be concluded that SC ARGECOM SA:
- has a modern material and technical base;
- possesses the possibility and conditions for diversification of products;
- is able to maintain itself among the area, national and international market leaders.

Following the SWOT analysis at the department level, it is found out that the human resources office of SC ARGECOM SA has some deficiencies that should be covered, so that the firm have a well trained staff, able to cope with new challenges. It is found the absence of specific jobs or positions that have a key role in the company:
► in the mechanization office it is necessary to have a management official - a traffic car employee, a person dealing with insurance, maintenance, properly use of the transporation means;

► in the staff office it is necessary to have a human resources manager, who leads the human resources activity of the organization;

► it is imperative to have some authorized people in the quality department, etc.

In applying a certain human resources strategy, there can not be just one approach. We may speak of a dominant approach, supplemented by several other approaches. You can not say that there is a "magic success recipe" in approaching human resources strategy, the approach type should be suitable for the nature of organization and organization overall strategy.

Reorganization of the company business includes: qualitative and quantitative reassessment of human resources with whom company is operating, as well as rethinking of human resources work itself towards transforming it into a proactive factor, by promoting human resources management.

In developing the strategy, the following considerations are taken into account:
- creating a new organizational, flexible structure, responsive to the company's mission;
- rewriting specific policies to cover all areas in the field of human resources management;
- providing a well sized and competent staff in relation to the requirements of operational activities;
- defining its own organizational culture.

In other words, it is being pursued a review of the jobs, simultaneously with revaluation of staff in relation to job requirements, to determine optimal staffing needs, identifying activities that are not necessary, retraining of staff, revision of awards system, as well as for its behavioral modelling. Also, SC ARGECOM SA is able to set the following objectives in terms of human resources:

► as regards attracting human resources, this may be achieved by:
- planning the human resource according to activity programs;
- recruitment and selection of human resources based on competences;
- socio-professional integration.

► as regards the maintenance and development of human resources, through:
- job evaluation to ensure internal equity;
- assessing performance to ensure individual equity;
- labor market assessment to ensure external equity;
- motivation (remuneration);
- professional training and development;

► as regards outputs (departures) from the company, by:
- exigency and control in compliance with organizational and technological discipline;
- releasing from position and dismissals;
- departures on request;
- staff collective restrictions ensuring welfare protection from the state.

► as regards the improvement of staff satisfaction, this can be achieved by:
- a greater concern for employees (professional development, career opportunities, annual participation to trade fairs) and signing partnerships with the national agencies accredited in developing programs for staff career;
- growing and maintaining own values, their transformation into traditions (an organizational, stable and well implemented culture, own conduct codes for staff,
sustainability codes, codes of ethics in business) so that people should feel part of the organization, thus their motivation will increase;
- encouraging affirmation by annual rotation of jobs, so employees will feel more prepared and adapted to different and complex situations;
- methods of remuneration consisting of quarterly salary bonuses or providing services and facilities for employees who excel in their work;
- a non-financial motivation system: a positive, moral and spiritual motivation (it takes into account the system of values, beliefs, attitudes and behaviors of employees). It can be achieved by granting employees’ confidence, expression of gratitude, praise, making assessment upon general contribution, granting honorific titles, organizing ceremonies for certain people or occasioned by certain events within the company.

Assessment of performance may have a beneficial role for both the organization and for individuals, if it is done correctly. Often, evaluation is correlated with the reduction or restructuring of staff. It is considered that, if a manager wants to get rid of a certain individual, he may construe the evaluation system so that the individual concerned might be deemed unsatisfactory. If the individual knows very well what it is expected of him, if he has the necessary knowledge and is motivated, he will obtain the desired outcomes. If the organizational environment is favourable to him and the entity allocates the necessary resources, individual performance will result in a performance.

The research was conducted on a sample of 40 subjects working at SC ARGECOM SA, with an average age of 33 years, attending people aged between 22 and 47 years.

As regards the educational attainment, 13 people have only high school studies, 17 people have university studies or are currently completing them and 10 people are enrolled in Master programs.

As regards the profession, given the complexity of professions operating in the construction field, we may speak of the following staff categories: TESA (Teachnical, Economic, Scientific and Administrative) staff (10 employees) and direct production staff (30 employees).

Another criterion to consider is the subjects’ gender: 27 men and 13 women, hence the preponderance of males in the construction field.

Seniority is also a necessary factor for the evaluation of employees’ work. Different levels of seniority in work are observed, also according to employees’ age, as follows: 25% of them are in the labor market for about 5 years, 43% of them have a length of service of 10-15 years, 18% have a a length of service of 2 years and 14% do not exceed 2 years length in the work field (mostly young employees).

In this respect, it was used the „Questionnaire for the analysis of satisfaction at work”, covering the following dimensions:
- remuneration and promotion of employees (dissatisfaction / satisfaction of staff on material rewards);
- leadership and interpersonal relationships (social climate and labor relations);
- organization and communication (how work is organized and carried out - carrying out the tasks, effort, communication, feedback);
- general satisfaction.

Throughout the period of investigation, refusal rate was 1.5% and the duration of the survey was approximately 10 minutes.

After processing the data obtained through the implementation of „Questionnaire for the analysis of satisfaction at work”, it was found that employees of SC ARGECOM SA provide a lower level of satisfaction generated by remuneration and promotion. This can be explained by the inadequate remuneration system, that disregards individual performance, not being correlated with performance evaluation.
With regard to labor relations, there is an effective collaboration between the departments of organization, but the climate is oppressive, generated by job insecurity, but also to the fact that the current headquarters does not fully correspond to the requirements of an effective management.

As regards the satisfaction on organization and organizational communication, the results reflect a relatively favorable situation and this may be explained by the existence of an organizational structure that includes departments necessary for a modern company, as well as the existence of an information and communication system appropriate to a participative management (meetings of managers with the staff). It should be noted, however, that the absence of key jobs and positions in the company may lead to oversizing of tasks for the existing employees.

Increase of employees’ job satisfaction could be achieved through actions at the level of work organization and wage benefits that employees receive. As regards work organization measures, measures could be implemented, such as job enlargement and enrichment, which would give workers more challenges related to their work, personal and professional development opportunity, greater recognition of work outcomes and a stronger feeling of their personal contribution.

As a conclusion, we can say that, among the factors that demotivate employees at SC ARGECOM SA, we may include:
- lack of an efficient motivation system performance;
- inadequate remuneration system that disregards individual performance, not being correlated with performance evaluation;
- oppressive work environment created by job insecurity;
- current headquarters does not fully correspond to the requirements of an effective management;
- absence of some key positions and jobs that can lead to oversizing of tasks for the existing employees.

CONCLUSIONS

We live in a society where changes are succeeding with great rapidity and where, for the business world, the challenges and compulsoriness of changes are related to the normality. Therefore, without a human resources strategy that is based on change and adaptation, multiple creativity and professional competences organizations of any kind are unsuccessful. In this context, people are a vital current and future resource of all organizations that ensure their survival, development and success.

Human resource strategy is an integral part of the organization's strategy and its performance is a condition of organization-wide strategic success.

The premise from which we start in the strategic approach of human resources is that the role of human resources management is to „optimally” keep the conditions in the organization in order to achieve performance and ensure the efficient use of human resources. In this process, a number of factors are involved - external conditions, organizational conditions, characteristics of employees.

The advantages of existing a staff strategy in SC ARGECOM SA can be considered as follows:
- availability for the company of the necessary staff, in close connection with business development. It is thus provided the necessary workforce, with the skills, expertise and competences needed;
- development of a flexible and well trained workforce through continuous development policies;
- anticipation of possible problems of staff surplus or deficit;
- providing a competitive performance evaluation system, capable of responding to current and future requirements;
- adopting a system of compensation and benefits adapted to the specific activity of the company;
- coordination of career management system in order to ensure long-term correlation between career needs and opportunities available within the company;
- growth of organization performance represents the indicator of implementing an effective strategy of human resources.

To develop a staff strategy and improvement of staff satisfaction with immediate effect on their activity in SC ARGECOM SA, the following recommendations are made:

✓ raising staff qualification, monitoring at the same time the correspondence between the production technical and organizational level and the level labor of qualification and use;
✓ organizing social events among employees: end of year parties, facilitating the performance of sports activities besides the working hours, organizing a day when families may visit the employee's place of work;
✓ organizing training sessions for team leaders in order to learn how to communicate with employees and how to develop teamwork among employees;
✓ promoting technical progress aims at equipping with modern means and introduction of advanced technologies;
✓ promoting modern management methods is an important means of increasing labour productivity. Improving management methods requires the improvement of decision methods and information system, improving enterprise organizational structure, delimitation of powers and responsibilities;
✓ creating a link between rewarding elements, employee’s seniority in the company and quality of work performed by the employee;
✓ a good working environment, specifically designed for both cold seasons and for warm seasons;
✓ monthly and annual bonuses.

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Anexa 1

Questionnaire for the analysis of job satisfaction

Please mark with an X the answer that you consider appropriate in appreciating the extent to which you are satisfied on the work performed at your job:

1- very dissatisfied
2- dissatisfied
3- medium satisfied
4- satisfied
5- highly satisfied

Criteria

1. Respect you are treated with as an employee
2. Potential for development of professional ability
3. Recognition of merits
4. Activity alleged by the work itself
5. Wage
6. Work atmosphere
7. Quality of collaboration with top management
8. Feed-back from the supervisor
9. Degree of responsibility vested
10. Internal opportunities
11. Cooperation between different departments of the organization is encouraged
12. Job safety

Other matters……………………………………………………………………………………………………

Age…………………………
Gender…………………………
Occupation…………………………
Studies:
  o High school graduated… under graduation…
  o Academic graduated… under graduation…
  o Postgraduate graduated… under graduation…
  o

Length of service……………

Dimensions assessed:
- remuneration and promotion: 3, 5, 10, 14, 15.
- leadership and interpersonal relationships: 4, 6, 7, 9, 10.
- organization and communication: 1, 2, 8, 12, 13
- general satisfaction: total score